Environmental Performance Measurements

"What gets measured gets done."

Process Improvement

Commit to Performance Improvement

Select and Scope Process

Analyze Current Process

Design New Process

Implement New Process

Manage Process Performance

Sponsor
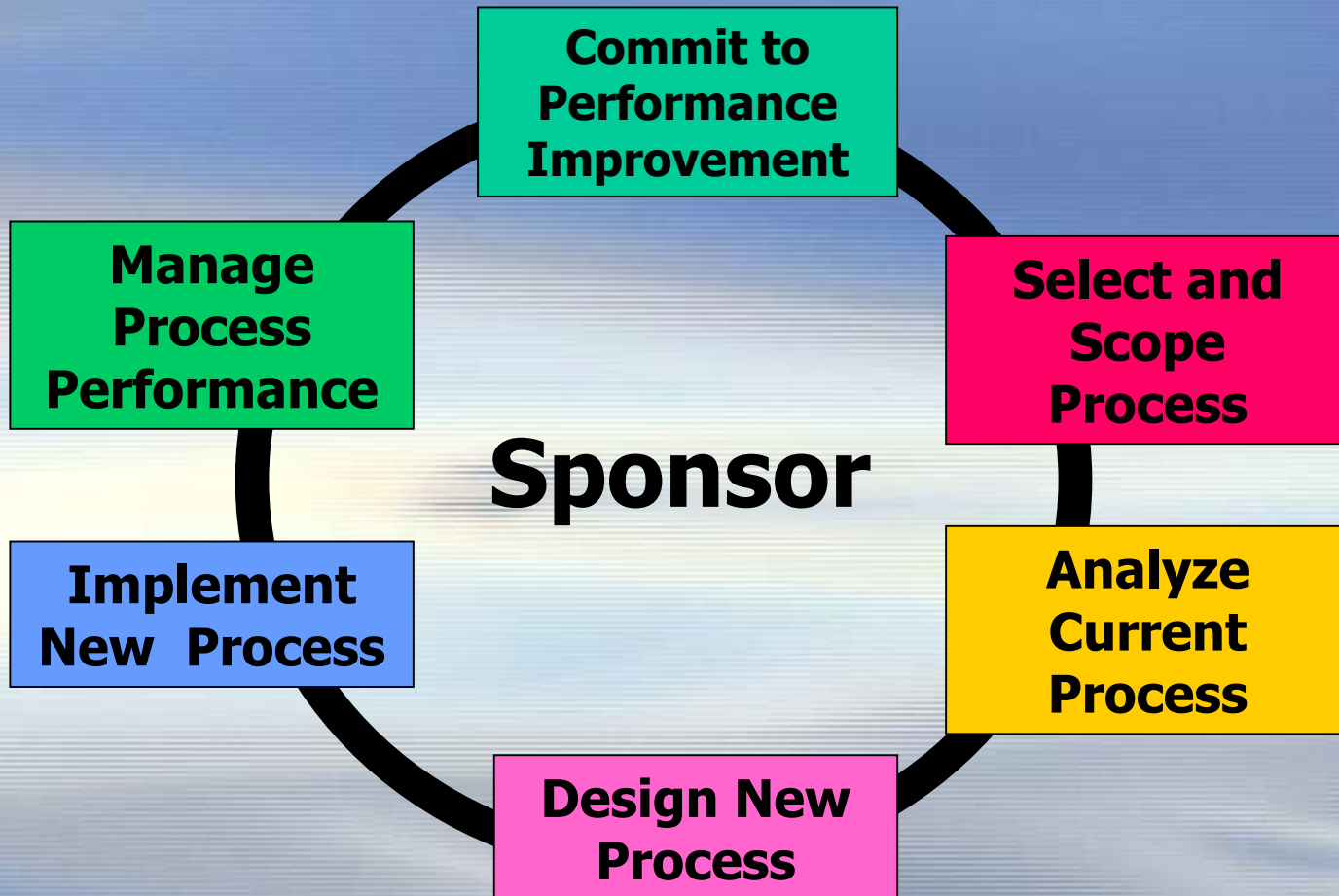
Managing Process Performance

What is important? ➡️ **Measuring what matters**

To whom is it important? ➡️ **Customer focus**

How well are we doing? ➡️ **Celebrate successes, fix problems; accountable**

Is it worth it? ➡️ **Biggest "bang for the buck"**

Measures

Process (efficient, effective)
– **Time to complete environmental studies and documentation**
– **Agency coordination (multi-faceted, proactive, responsive, innovative)**

Products (quality, quantity, outcomes)
– **Replacement/enhancement of natural resource impacts**
– **Incorporation of community values**

Implementing Permit Process Improvement

Implementation Plan
(~30 teams)

Environmental Measurement Team (w/charter)

Environmental Performance Measurements

- **Team Established**
  - **Greg Thorpe, Sponsor, (DENR)**
    (Member of DOT-DENR-COE Sponsorship team)
  - **Kari Barsness, Facilitator, (DENR)**
  - **Nina Szlosberg, Team Leader, DOT**
  - **Team Members: Randy Turner (DOT), Dave Henderson (DOT), Charles Bruton (DOT), Scott McLendon (COE), John Dorney (DWQ), Ron Ferrell (WRC), Boyd DeVane (DENR), Julie Hunkins (DOT), Maryellen Haggard (WRC), Scott Pohlman (Natural Heritage), Cathy Brittingham (DENR), Fritz Rohde (Marine Fisheries), Cynthia Van Der Wiele (DENR)**

Environmental Performance Measurements

- **Project Mission Statement** (DRAFT)

Develop measures to gauge the effectiveness of North Carolina's transportation programs in increasing environmental protection and overall environmental system conditions

Environmental Performance Measurements

Opportunity/Problem Statement:

Measurements have not been developed and analyzed to determine the effectiveness of the NEPA/404 MERGER 01 Process in contributing to the overall success of protecting and improving environmental conditions

Environmental Performance Measurements

Process Description:

To evaluate success, it is necessary to develop measures to determine how effectively a process functions and to what degree it supports the Department's mission outcomes.

Environmental Performance Measurements

- **Criteria (DRAFT)**
  - **Each measure should have an operational definition that is readily understandable by employees supporting the process.**
  - **Can you maintain reasonable control/influence over the measure?**

Environmental Performance Measurements

- **Criteria (DRAFT)**
    - **Is the measure useful to whoever can act on it?**
    - **Is the data obtainable?**
    - **Does it tell how we are doing with the process and desired environmental outcomes?**

Environmental Performance Measurements

First Step: Customer Input

- **Internal and External Customers**
  - **Internal Customers:**
    - **DOT, DWQ, COE, FHWA, Marine Fisheries, etc.**
  - **External Customers**
    - **General Assembly, Media, Private Enterprise, Advocacy Groups, Commerce, Universities, etc.**

Environmental Expectations of Transportation Projects

CUSTOMER VALUES STRUCTURE Customer Needs Assessment	Value %	Performance	Score	Gap
Fish stocks, habitats/water quality and fisherman are not negatively affected by a given project	20			
The net result of a project results in a net improvement of fisheries	20			
Projects must incorporate environmental values from the beginning	25			
Environmental agencies be involved with projects from the initial concept	20			
Mitigation should include correction of existing detrimental projects	15			
Totals	**100%**			

Environmental Performance Measurements

Internal DOT Customers

- **Highways:**
  - **Pre-Construction, Maintenance, Roadway & Bridge Design, Construction, Operations, Secondary Roads**

- **Transit:**
  - **Rail, Public Transportation, Ferry**

- **Environment, Planning and Local Government:**
  - **Human Environment, Statewide Planning,**
  - **Program Development, Project Development**

Environmental Performance Measurements

Timeframe

- **Team Launch: December 2001**
- **Monthly Team Meetings**
  - **Interim assignments**
  - **Interim conference calls**
- **Measurement Document ready for review**
  - **June 2002**

Process Performance

- "If you don't measure, you can't tell success from failure"

- "If you can't see success, you can't reward it"

- If you can't see failure, you can't correct it"